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**COLLEGE OF EXTENDED EDUCATION**  
ASU Downtown Campus

**CONFLICT AND NEGOTIATION**  
(COM 312)

June 13, 2005

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**ARIZONA DEPARTMENT OF TRANSPORTATION**

**PARTNERING PROGRAM**

Ginger Murdough  
ADOT Partnering Director

James Young  
Partnering Office Manager

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**OUR TIME TOGETHER**

- Inform about ADOT's Partnering Program
  - Presentation
  - Dialogue
  - Handouts
- Expected Outcomes
  - We all leave with a new piece of information
  - You have a link to the ADOT Partnering Office
  - What else?

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**WHY A PARTNERING PROGRAM AT ADOT?**

Show Video (2 minutes)

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### **WHY A PARTNERING PROGRAM AT ADOT?**

- Pain - construction claims
- US Army Corps of Engineers developed the model, AGC embraced it
- ADOT, the contracting industry in Arizona, the Consulting Civil Engineers, other Agencies decided that Arizona should embrace the partnering model - 1991
- Partnering began at ADOT with one project in 1991 and was adopted in 1992
- When applied, Partnering Principles improve all relationships and help avoid conflict

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### **PARTNERING BASICS**

Partnering is defined as "a process of collaborative teamwork to achieve measurable results through agreements and productive working relationships"

The Partnering Process is used to develop and sustain collaborative teamwork

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### **WHY PARTNER?**

- Jointly solve problems
- Increase work efficiency
- Improve project development and delivery process
- Maximize program delivery
- Provide services that exceed customer expectations
- Develop innovative products
- Build and strengthen relationships
- Enhance work processes, plans and functions

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**PARTNERING INCLUDES**

- Shared Goals
- Open Communication
- Problem Identification & Joint Problem Solving
- Formal Conflict Resolution
- The Evaluation & Feedback of Team Performance
- Developing a Spirit of Teamwork & Cooperation

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**WHAT MAKES PARTNERING DIFFERENT THAN TEAM BUILDING?**

- Formal Process that Includes all Partners' Input
- Tangible deliverables
  - Partners' communication and roles matrix
  - Charter (mission, goals and guidelines)
  - Issue resolution agreements
  - An action plan
  - Partnering evaluation program
  - Meeting follow-up strategies
  - Report including all partnership agreements

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### **TYPES OF PARTNERSHIPS**

- Project Partnering
  - Among and between public and private entities (DOT and Contractor), governed by a Buyer-Seller contract
- Public Partnering
  - Among and between DOTs, other state, local and federal agencies and non-governmental stakeholders
- Internal Partnering
  - Among and between members and work units of the same organization
  - Short-term partnerships are projects that have a finite, defined ending date
  - Long-term partnerships are strategic and build a foundation for ongoing, long-term partnerships

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### **PARTNERING PROGRAM - AN INTEGRATED SYSTEM**

- Workshops
- Support Services
- Education
- Evaluation
- Events & Forums
- Administration

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## **PARTNERING WORKSHOPS**

Customized Workshops and Meetings are Planned and Delivered

- Transportation
  - Planning
  - Design
  - Construction
- ADOT Divisions' Relationships
- Corporate Level Relationships
- Inter & Intra - Agency
- Tribal Relationships

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## **SUPPORT SERVICES**

- Team Building & Mediation
- Maintain and manage Partnering Consultant Services contract
- Plan and Schedule Partnering Workshops and Meetings
- ADOT Partnering Facilitator Network and Coaching
- Project Evaluation through PEP
- Customer Surveys
- Web Site

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## **EDUCATION**

- Introduction to Partnering
- Conducting a Partnering Workshop
- Leadership Skills in a Partnering Environment
- Leaders Guide to Issue Resolution
- How to Make Partnering Work in the Field

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## **EVENTS, FORUMS & PRESENTATIONS**

The Partnering Office shares information, hosts, plans, facilitates or participates in:

- Partnering Advisory Committee
- Governor's Traffic Safety Advisory Council
- AASHTO, Standing Committee on Quality, Partnering Subcommittee
- Regional Tribal Transportation Forums
- Other Partnering related Committees
- Hosting visitors from other States & Countries
- Sponsoring Annual Partnering Events
- Presenting the Partnering Program

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## **ADMINISTRATION**

- Partnering Office Team support & management
- Partnering policy development & implementation
- Contract Management
- Billing
- Strategic Planning
- Budget Preparation & Reporting
- Productivity Measurements
- Work Process Documentation & Improvement

BREAK

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## **ISSUE RESOLUTION AND ESCALATION**

- Trust & Commitment
- Personal Approach to Problem Solving
- Tools to Assist

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## **TRUST & COMMITMENT**

### **QUESTIONS FOR YOU**

- What role does Commitment play in a relationship?
- What is the effect of a weak commitment upon a relationship?
- What role does trust play in a relationship?
- What about an adversarial relationship?
- Does low Trust impact the cost of a project?
- How is Trust earned and lost?

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## **PERSONAL APPROACH**

Show - Video (VHS on Small TC) - Communication; Issue Resolution (Wrong Way / Right Way)

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## **TOOLS TO ASSIST**

- Class - Leader's Guide to Issue Resolution
- Fine-Tuned Partnering Processes - Issue Resolution
- Issue Resolution Steps (card)
- Partnering Handbook

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## **DIALOGUE**

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**THANK YOU  
For  
SHARING YOUR ENERGY AND TIME  
WITH US !**

*Please Give us Your Feedback by Completing the Form*